MANAGEMENT

DD/S ADMINISTRATION
Instruction 70-

DD/S REPORTS MANAGEMENT PROGRAM

A. PURPOSE

Reports are an important means of communication in the management

process. Appropriate reported information is an important management

tool not only for managers of specific activities but for overall

management as well. Reports also serve as a primary source of infor-

mation for planning and directing future programs. Reports management

management is required to assure that reports and reporting systems

are as effective, efficient, and economical as possible. This

directive sets forth policies, responsibilities, and procedures for

the management of reports.

B. POLICY

Management and operating officials at all levels need dependable infor-

mation to measure the accomplishment of objectives, and for advance

planning purposes to improve the effectiveness of programs, policies

and procedures. It is DD/S policy that this information shall be

obtained through a systematically planned and administered management

reporting program that will assure: (1) adequacy, accuracy, time-

liness, and usefulness of the collected data, and (2) maximum efficiency

and economy in collecting and disseminating data.

C. OBJECTIVES OF THE REPORTS MANAGEMENT PROGRAM

The purpose of the DD/S reports management program is to help each

manager carry out his responsibilities, at the same time achieving

maximum economy, uniformity, and simplicity in reporting systems.

Inherent in this aim are the following specific objectives:

1. Provide meaningful and useful information for management,

   clearly presented.

2. Develop reporting simplicy, including practical limits on data

   reported, frequency, and distribution.

3. Insure maximum timeliness and realistic due dates.

4. Provide reporting that compares progress with stated operating

   program objectives.

5. Eliminate non-essential reports and information.

6. Combine and simplify reports wherever possible.

7. Integrate reporting systems where feasible.

8. Mechanize or automate reports, as applicable and economical.

9. Develop clear and adquate reporting instructions and forms.

10. Establish periodic follow-up on individual reports and reporting

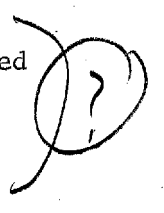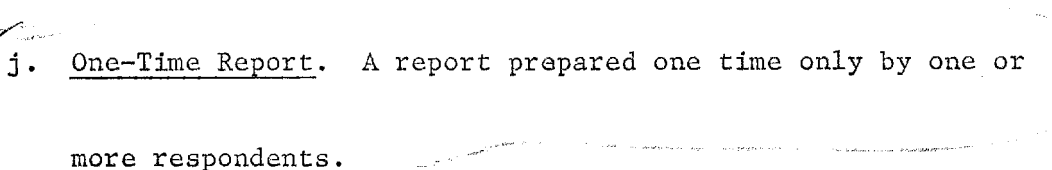systems to determine need and adequacy.

D. DEFINITIONS

1. General Terms:

a. Information. Most reports of an agency can be classified as

belonging to one of several well-defined families or groups

of reports. Each group of related reports is generally the

product of an information system serving a specific admin-

istrative or operational area, such as personnel, budget,

or procurement.

b. Report. A report is data or information, generally summarized,

transmitted for use in determining policy; planning, controlling,

and evaluating operations and performances; and preparing other

reports. The data or information may be in narrative,

statistical, graphic, or other form.

c. Reporting System. The means through which a report or

related reports, including the procedures, methods of

preparing, and transmitting, achieves either a single end

result or supports a complete information system, a portion

of such system, or an operation.

2. Report Types:

a. Internal. Reports required by and prepared within a DD/S

office or sub-component thereof for its own internal use.

b. Inter-Support Directorate. Reports required by the Deputy

Director for Support or his Executive Office and prepared by

Support Directorate offices. These reports are intended for

the use of the Deputy Director for Support, and are not required

to satisfy ~~DD/S~~ reporting requirements *external to* DDS.

c. Intra-Support Directorate. Reports required by an office (s)

of the Support Directorate and prepared by other DD/S office(s)

only.

d. <u>Inter-Agency</u>. Reports required by offices of the Support

Directorate either by regulation, memorandum, or some other

form to be prepared by other components of the Agency.

e. <u>Inter-Governmental</u>. Reports required by an office(s) of the

Support Directorate to be prepared by governmental agencies

external to CIA.

f. <u>Intra-Agency</u>. Reports required by CIA components **external**

to DD/S and prepared by one or more DD/S offices.

g. <u>Public</u>. A report required by a DD/S office(s) to be prepared

by a private contractor or organization external to the

U.S. Government.

h. <u>External</u>. Reports required by governmental agencies external

to CIA and prepared by one or more DD/S offices.

i. <u>Feeder Report</u>. A term used to identify reports required for

the sole purpose of providing information needed in the

preparation of other reports.

j. <u>One-Time Report</u>. A report prepared one time only by one or

more respondents.

same type of information regularly at prescribed intervals;

e.g. daily, weekly, monthly, annually, etc.

l. Required Report. A report which a particular office or

organization requires from another office or organization.

The report is an incoming report to the requiring office.

m. Revised Report. A report which is changed in any respect;

e.g. format, content, definitions, instructions, reporting

procedures, preparing offices or organizations, frequency,

scheduling or routing.

n. Situation Report. A recurring report, which is prepared on

each occurrence, recurrence, or non-occurrence of an event

or situation of certain prescribed characteristics; e.g.

"upon occurrence of an accident", "upon occurrence of a

security violation", etc.

E. RESPONSIBILITIES

1. Overall Direction:

The Support Services Staff has the responsibility for directing

the overall DD/S reports management program. Within the overall

Office Directors and Heads of subordinate offices are

responsible for effective reports management programs within

their respective organizations.

2. Support Directorate Offices:

Each Office of the Support Directorate will appoint a Senior

Officer to conduct the functions described below:

a. Survey reporting requirements and coordinate the development

of data collection and reporting systems.

b. Provide internal; intra-Support Directorate; inter-agency;

inter-governmental; and public reporting requirement and

analysis services.

c. Review and certify the need for new and revised internal

reports, as well as certify the validity of requirements from

external sources.

d. Maintain a current inventory of all reports prepared on the

basis of internal, intra-Support Directorate, and inter-agency

requirements.

e. Monitor area reports activities to assure compliance with

the policies contained in this and related instructions,

in order to achieve the objectives of the DD/S reports manage-

ment program.

f. Administer reports review and clearance procedures within

his area.

g. Effect only authorized new or revised reporting requirements,

and arrange the discontinuance of unnecessary or rescinded

reports.

h. Establish evaluation procedures necessary to improve the

quality of reports.

i. Make constructive recommendations and suggestions concerning

the preparation and use of reports.

j. Suggest improvements in reports and reporting instructions

to improve quality.

k. Maintain liaison with other DD/S and CIA offices to assure

maximum economy and effectiveness in his organizations'

reporting program.

3. Support Services Staff:

reports management responsibility, will:

a. Survey DD/S-wide reporting requirements, and coordinate

the development of data collection and reporting systems.

b. Provide analysis and certification of the following types

of reporting requirements:

(1) Inter-Support Directorate.

(2) Intra-Agency.

(3) Inter-Governmental.

(4) Public.

(5) External.

c. Review and certify the need for new and revised reports

as well as certify the validity of reports resulting from

the following types of reporting requirements:

(1) Inter-Support Directorate.

(2) Intra-Agency.

(3) Inter-Governmental.

(4) Public.

(5) External.

d. Maintain a current inventory of all reports prepared based

upon the following reporting requirements:

(1) Inter-Support Directorate.

(2) Intra-Agency.

(3) Inter-Governmental.

(4) Public.

(5) External.

e. Monitor Support Directorate reports activities to assure

compliance with the policies contained in this and related

instructions, in order to achieve the objectives of the

DD/S reports management program.

f. Administer the reports clearance procedures for the Deputy

Director for Support.

g. Effect only authorized new or revised Deputy Director for

Support reporting requirements and arrange the discontinuance

of unnecessary or rescinded reports.

h. Establish evaluation procedures necessary to improve the

quality of reports within the Support Directorate,

i. Issue policy and procedural guidelines for the administration

of the Support Directorate reports management program.

j. Suggest improvements in reports and reporting in instructions

to improve quality.

k. Maintain liaison with other Agency Directorates and Independent

Offices to assure maximum economy and effectiveness of the

Support Directorate Reports Management Program.

4. Support Directorate Reports Task Force:

A Support Directorate Reports Task Force, consisting of Senior

Officers, one each appointed by the Director of the respective

Support Directorate functional office; the Chief, Information

Processing Branch, SSS; an Executive Secretary, appointed by the

Deputy Director for Support; and chaired by the Chief, Support

Services Staff, DD/S, is to function as the DD/S policy making

and coordinating body for the management of reports within the

Support Directorate.